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Approved For Release 2003/04/22 : CIA-RDP80B01676R001600070002-8

29 May 1967

MEMORANDUM FOR: Deputy Director of Central Intelligence

Pursuant to Action No. 1 taken at the 25 May meeting of the Senior Executive Group, the attached memorandum has been submitted for concurrence and your signature.



Executive Secretary  
Senior Executive Group

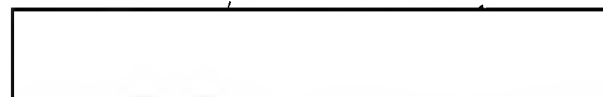
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CONCURRENCES:



1 JUN 1967

Deputy Director for Intelligence



1 JUN 1967

Deputy Director for Science & Technology



1 JUN 1967

Executive Director

*See attached memo.*  
D/DCI/NIPE

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downgrading and  
declassification

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*DISTRIBUTED to SEG, 23 May.*

22 May 1967

MEMORANDUM FOR: Members, Senior Executive Group (SEG)

SUBJECT : Proposed Reallocation of CGS Functions

1. In accordance with the decisions reached at the 15 May meeting of the SEG, I have prepared this memorandum which outlines the actions associated with the reallocation of the present functions of the Collection Guidance Staff (CGS). It also presents a statement of the mission and functions of a proposed requirements staff and terms of reference for an advisory group on information requirements.

2. The actions to be taken are as follows:

a. Disband the Collection Guidance Staff.

b. Establish an Information Requirements Staff (IRS) in the Directorate of Intelligence with the responsibility for servicing the needs of the Agency's intelligence-producing offices (including those in the Directorate of Science and Technology) in the field of information requirements. (A statement of the mission and functions of IRS is in Tab A.)

c. Establish an Information Requirements Advisory Group (IRAG) to facilitate common action among the intelligence-producing components of the Agency and the IRS on information requirements and to assist the DDI and DDS&T in developing consistent CIA positions on information gaps, priorities, and collection policy. (The terms of reference for the IRAG are presented in Tab B.)

d. Supplement the staff of NIPE so that it can do its own staff work in reviewing and evaluating major collection programs of the intelligence community as a whole. The

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Directorates of Intelligence and Science and Technology will continue to support NIPE by providing evaluations of the substantive intelligence from various collection systems when requested through the DDI or the DDS&T. However, CGS or its successor will no longer be the point of contact for NIPE, nor will CGS be tasked to produce cost/effectiveness studies on non-CIA collection programs unless specifically directed to do so by the DDI or DDS&T.

e. Reallocate other functions of CGS. (Tab C deals with this.)

3. When we have decided on the reallocation of functions, steps can be taken to allocate slots and personnel.

[Redacted Signature]

EDWARD W. PROCTOR

Assistant Deputy Director for Intelligence

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Attachments:

- Tab A - Mission and Functions of IRS
- Tab B - Terms of Reference for IRAG
- Tab C - Disposition of Other Functions of CGS

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Tab A

Mission and Functions of the  
Information Requirements Staff

MISSION

The Information Requirements Staff (IRS) is the central mechanism for processing, recording, and coordinating the information requirements of the intelligence-producing offices of the Directorates of Intelligence and Science and Technology and for assisting the DDI and the DDS&T in matters related to the collection of information.

FUNCTIONS

The Information Requirements Staff will:

1. Provide the central mechanism for information requirements by:
  - a. Assigning numbers to them and recording their contents and their disposition for registry and retrieval purposes,
  - b. Notifying analysts of opportunities for acquiring needed information,
  - c. Informing analysts with proposed new requirements about related existing requirements levied by others in CIA and in other agencies,

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- d. Arranging for coordination of requirements among intelligence-producing components with related responsibilities,
  - e. Arranging and fostering, when requested, direct analyst-collector contacts,
  - f. Directing requirements to specific collectors on an all-source basis in accordance with known capabilities,
  - g. Assisting analysts to terminate collection requirements which have been filled or are obsolete and to modify existing requirements as necessary,
  - h. Proving the CIA liaison link with information collection requirement units in other agencies,
  - i. On request, arranging for analysts to prepare substantive evaluations of reported information.
2. Assist the DDI and the DDS&T by providing staff support for:
- a. Formulating CIA positions on collection requirement matters under consideration by USIB committees when no other appropriate mechanism exists,

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- b. Coordinating collection coverage requirements for multi-purpose collection systems,
  - c. Producing general collection guides (e.g., the Current Intelligence Reporting List) as appropriate,
  - d. Surveying and judging the over-all effectiveness of the requirements process by maintaining registries, inventories, and other records.
3. Conduct the CIA program for briefing and debriefing military attaches, embassy personnel, etc.
4. Conduct general CIA liaison with other USIB agencies.

The Chief of the Information Requirements Staff will:

- 1. Chair the meetings of the Information Requirements Advisory Group (IRAG), participate in its deliberations, and provide staff support to the Group as directed.
- 2. Assist the IRAG and the intelligence-producing offices in developing common standards and procedures to be applied by supervisors for validating analysts' requirements and for monitoring analysts' performance in levying requirements.
- 3. Advise the heads of intelligence-producing components about problems related to information requirements and recommend remedial action as appropriate.

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Tab B

Terms of Reference for  
The Information Requirements Advisory Group (IRAG)

1. The Information Requirements Advisory Group is established in order to facilitate common action among the Member organizations on information requirements problems and measures. Its members are: Chief, Information Requirements Staff (chairman), and the Deputy Director (or his representative) of FMSAC, OBI, OCI, ONE, ORR, and OSI. *FI?* Representatives of collection and processing activities may be asked to participate in meetings of the Group as appropriate.

2. The general and continuing responsibilities of the IRAG are: to review problems arising out of the information requirements process, both as they relate to the collector-producer relationship and as they involve the responsibilities of office directors and division chiefs, and to recommend specific actions or develop programs and procedures to resolve the problems; and to assist in developing guidance to collections, including evaluating reported information, with the objective of achieving the efficient use of collection resources relative to the needs of producers for intelligence information.

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3. The initial and specific responsibilities of the IRAG are to undertake the planning and to propose the actions necessary to implement various recommendations contained in the IG Survey. These are:

- a. To devise practical measures to assist the directors of the Member Offices and their substantive division chiefs in carrying out their responsibilities for control, validation, and recording of requirements; for communication on needs with collectors; and for periodic audit of office and division performance in the field of information requirements (Recommendations No. 24 and 25).
- b. To undertake the preparation of collection guides as needed on selected intelligence problems (Recommendation No. 13).
- c. To take measures to improve the Current Intelligence Reporting List (CIRL) (Recommendations No. 10, 11, and 12).
- d. To develop measures facilitating communication and exchange of information between CIA analysts and CIA collectors (Recommendation No. 7).

If the IRAG concludes that a recommendation of the Survey is not feasible, practical, or desirable, it will advise the

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chairman so to report to the Deputy Director for Intelligence and the Deputy Director for Science and Technology.

4. The recommendations of the IRAG are advisory to the Member organizations, to the Deputy Director for Intelligence, and to the Deputy Director for Science and Technology. The IRAG will assist the Chief, Information Requirements Staff, in keeping the performance and needs of the two Directorates in the field of information requirements under continuing review, and, where deficiencies or inadequacies are identified, in making recommendations for appropriate action to the Office directors, to the Deputy Director for Intelligence, or to the Deputy Director for Science and Technology. +DDP?

5. Meetings of the IRAG will be held at the initiative of the chairman or upon the request of any member. Special meetings may be called between the chairman and selected members on topics of concern only to one of a few offices and which are not of general interest to the IRAG as a whole. The chairman will provide all necessary secretariat assistance.

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Tab C

Disposition of Other Functions of CGS

1. In addition to those in Tab A, I would propose assigning the following functions to the Information Requirements Staff, at least for the time being. I propose that the SEG discuss each of these assignments.

a. Provide CIA representatives on USIB collection committees: COMOR, SIGINT, and IPC.

b. Serve as location for DDI's  and TALENT control officer and other security functions.

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2. NIPE would assume the following functions:

a. Assess the effects on information potential due to loss of sources.

b. Assess the cost/effectiveness of collection systems.

3. COMOR would assume the responsibility for providing the computerized index of COMOR targets.

4. The validation of information needs as stated in information requirements would clearly be the responsibility of the supervisors in the intelligence-producing components.

5. Some residual CRITIC functions would be transferred to the Operations Center.

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*Exec. Assnt. —*  
*[Signature]*

8 May 1967 *(1142)*

MEMORANDUM FOR: Senior Executive Group Members

SUBJECT: Collection Guidance Staff

1. Based on the recent papers and briefing covering the current activities of CGS, it appears that the staff is carrying out for the production offices a useful requirements function. In addition, the staff appears to engage in a multitude of miscellaneous activities, some self-generated and others laid upon it by various elements of the Agency. I shall attempt to set forth the functions which I believe need to be carried out, but not by a staff constituted as CGS now is.

2. In reaching certain conclusions, it is necessary to set forth certain assumptions and the following are considered valid:

a. The Agency should retain a centralized requirements function for the production offices.

b. Certain recommendations in the [ ] report will be adopted and will improve the requirements process.

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c. At the same time, the [ ] report falls short of recommending effective solutions to achieve adequate controls over the information explosion. To be effective, certain staff actions must be set up to assist the command structure in this complicated area.

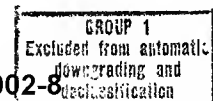
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d. It is desirable to strengthen the Agency's representation and participation in USIB committees and sub-committees. Agency representatives, therefore, should report directly to and receive their guidance from deputy directors.

e. A more effective staff mechanism is desirable to assist D/DCI/NIPE to carry out not only his PFIAB responsibilities, but also those involving the Intelligence Community's programs.

f. Any proposed solution should leave available to the DDI in particular essential staff support beyond that which is available through command channels.

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g. Solutions should be consistent with the concept of maintaining and if possible strengthening the Agency command structure.

h. It is desirable that the minimum number of staff personnel be assigned to the office of the DCI.

i. The title "Collection Guidance Staff" has outlived its usefulness.

3. It is consistent with the foregoing assumptions that the following actions be taken:

a. That the requirements function which the Agency needs be carefully assessed, redefined and set up as a separate entity under the DDI.

b. That there be established under the DDI a special staff which shall be responsive, not only to the DDI, but also to the DDCI, D/DCI/NIPE and other deputy directors as appropriate, whose functions and responsibilities shall be clearly defined to include among others:

(1) To assist the D/DCI/NIPE in monitoring national intelligence programs so that the DCI can take effective coordinating action in connection therewith. (An illustration of the types of questions the staff might be called upon to answer is attached as Tab A.)

(2) To assist the D/DCI/NIPE in his responsibilities vis-a-vis the PFIAB.

(3) To assist deputy directors, as appropriate, in formulating and coordinating Agency positions for USIB and its committees.

(4) To assist deputy directors, as appropriate, in exercising management responsibilities with the specific objective of controlling the "information explosion."

(5) To perform other staff functions, as required, for the DDCI, D/DCI/NIPE and the deputy directors.

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c. That the other functions now performed by CGS be carefully assessed, redefined and reallocated as appropriate.

4. If there is general concurrence with Paragraph 3 above, it is recommended that DDI be tasked with preparing the necessary implementing documents.



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Special Assistant to the DCI

Attachment

Distribution:

DDCI

ExDir

DDP

DDS&T

DDS

D/NIPE

ExSec'y

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TAB "A"

KEY QUESTIONS IN COORDINATION OF INTELLIGENCE CYCLE

I. Intelligence Needs:

- a. Are major national intelligence needs correctly defined in order of priority?
- b. Have intelligence needs been defined in context of cost/effectiveness factors?

II. Collection Resources:

- a. Are there sufficient collection resources to fulfill intelligence needs?
- b. Are these resources properly targeted?
- c. What is the impact of new collection resources on processing and production capabilities?
- d. Are low yield collection resources or those targeted against lower priorities terminated when new resources are added?

III. Processing Resources:

- a. Are there sufficient processing resources to handle material from collection resources?
- b. If not, should additional processing resources be added, or collection resources cut back?
- c. Are processing priorities in consonance with national intelligence needs?
- d. Where are bottlenecks in processing and how can they be alleviated?

IV. Analytical and Production Resources:

- a. Are analytical and production resources properly allocated in relation to national intelligence needs?

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- b. Are there sufficient such resources to handle collected and processed material?
- c. If not, should additional analytical and production resources be added, or collection and processing resources cut back?

V. Evaluation and Review:

- a. Is the intelligence cycle functioning so as to respond to national intelligence needs?
- b. Are major gaps or shortcomings attributable to problems of collection, processing or production?
- c. What must be done to achieve and maintain balance between phases II, III, and IV of the intelligence cycle?

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